



U.S. DEPARTMENT OF STATE

STATE

M A G A Z I N E

POST OF THE MONTH:
Calgary

MAY 2007

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Photograph courtesy of Travel Alberta



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Promoting Leadership Development

Within the next months, the Department will be highlighting leadership. I trust that as our program unrolls, you will actively participate and join us in improving leadership within the Department. Meeting the challenges we face today—advancing transformational diplomacy, fulfilling the President's Management Agenda, training and equipping the Foreign Service of the 21st century, to name a few—requires leadership from all of us. I first want to emphasize the important role of training. More than 8,000 of you have benefited from the mandatory senior and mid-level leadership courses, but I urge all of you—whether or not you have done these courses—to take advantage of the broad range of offerings from the Foreign Service Institute's School of Leadership and Management both online and at FSI's campus.

I would like to tell you about what one bureau in the M family—the Bureau of Consular Affairs—is doing to cultivate a culture of leadership and results-oriented professional development. It is an excellent example of what each organization in the Department can do.

The 10 Consular Leadership Tenets, which were unveiled one year ago, are the result of a truly collaborative effort, with thoughtful comments from hundreds of consular officers and FSNs from 87 posts and a three-month review by a Leadership Development Committee. They apply to everyone, regardless of rank or position. They are designed to grow current and future leaders and express a holistic view of leadership development. The Tenets are:

Inspire: We develop and communicate a vision for how our work unit can most effectively contribute to the Department's mission. In pursuing that vision we relentlessly challenge employees to strive for excellence and engage them in the effort to achieve goals and improve all aspects of the operation.

Model Integrity: We hold ourselves to the highest standards of integrity and professional conduct and do what is best for the organization and mission. We generously

share credit for the accomplishments of the organization and demonstrate courage in dealing with difficult decisions and poor performers.

Develop the Next Generation: We take seriously their responsibilities as teachers, coaches and mentors and work to develop the skills necessary to play those roles effectively. We make time to get to know less experienced colleagues and provide them timely praise, honest feedback and opportunities to cultivate their talents.

Delegate Authority—but Not Responsibility: We give employees ownership over their work, issue clear and concise instructions and provide coaching and further clarification if needed. We stand behind our people and take responsibility when mistakes are made or calculated risks don't work out.

Communicate: We help others understand the mission—and their role in accomplishing it. We listen actively to each other's concerns and encourage innovation in consular work by listening intently for suggestions.

“The 10 Consular Leadership Tenets are designed to grow current and future leaders and express a holistic view of leadership development.”

Build Great Teams: We recruit high-caliber candidates for job vacancies, train them right from the start, build trust and foster a sense of pride and mutual support in the team. We serve the team by eliminating obstacles, resolving conflicts, obtaining appropriate resources and celebrating success.

Lead by Example: We set the example for work ethic and demonstrate the willingness and knowledge of consular work to do any job to help the team. We run interference to prevent abuse and undue pressure.

Follow Courageously: We take ownership of our work and hold ourselves accountable for improving performance and making our organization stronger. We dissent respectfully

and help the boss become more effective in the interest of the team and the mission.

Learn Constantly: We deepen our personal self-awareness in order to cultivate our talents and mitigate mission-critical weaknesses. We display humility by acknowledging our shortcomings and continually work to improve both our skills and our substantive knowledge.

Practice 360-Degree Diplomacy: We consider consular work central to core objectives of the Mission and the Department and establish constructive working relationships with all mission elements to further those objectives. We engage in public diplomacy to advance organizational goals.

These Leadership Tenets, which are posted along with a large collection of related stories and case studies at http://intranet.ca.state.gov/beta/offices/ca/leadership/tenets/tenets_4566.html, are not simply a set of static principles buried on an Internet site or in frames on an office wall. They truly are becoming management principles used in the everyday operation of consular sections. They are incorporated

into consular training for officers and FSNs. Section chiefs are expected to set up regularly scheduled training days, preferably monthly, for skills development and to organize special annual events promoting consular leadership.

I encourage each of you in key management positions—whether assistant secretary, ambassador, deputy chief of mission, office director or branch chief—to think about what you can do to promote leadership development. The Leadership Tenets and a related program may be a model for you or give you some new ideas about what you can do in your organization. Good leadership and management are important parts of everyone's job in the Department of State. [n](#)

Tale of Two Medallions

I was particularly interested to read the article "Hoover the Hero" in the March issue.

My father, Dr. Albert Navez, was in the first group of Belgian CRB (Commission for Relief in Belgium) fellows to come to the United States on CRB funds left over after World War I. He went to Harvard as a postdoctoral lecturer in plant physiology. The funds were sufficient for my mother to accompany him and I was later born in Cambridge.

The CRB fellows were all given a medallion showing on one side America offering a sheaf of wheat to a man, woman and child, with a freighter in the background above the date 1914. On the other side are profiles of Belgian King Albert and Queen Elizabeth.

Apparently, I was the first child born in the United States as a result of the CRB exchange of academics between Belgium and the U.S. When President Hoover heard of this event, he had a small version of the medallion struck and sent to my parents for me. I treasure both their medallion and mine.

As a final footnote, my parents both died in the U.S. in the 1970s and I retired from the Foreign Service in 1985.

Andre J. Navez
Hopkinton, Mass.

Refugees and Holidays

I found the letter from Jeff Gorsky in your February issue about the Jewish refugees from Recife, Brazil, in the 1600s making their way to safety in New Amsterdam immensely interesting and moving. They found a refuge and contributed a great deal to that city, which later became known as New York.

Even more interesting, though, was the letter immediately adjacent—the one that mourned the use of "Happy Holidays" instead of "Merry Christmas" because the United States was "founded by Christians...(and)... we believe in Jesus Christ and in Christmas."



I understand the writer's sentiment. However, what's wonderful about "Happy Holidays" is that it is an inclusive term—while "Merry Christmas" excludes. Since the United States always has been—and still is— inhabited by people of many different faiths, "Happy Holidays" recognizes everyone's special celebration. That doesn't preclude us from wishing our friends and colleagues "Merry Christmas," "Happy Hanukkah" or "Eid Mubarak" as the occasion warrants. In fact, that inclusiveness is what

our country is all about.

Karyn Posner-Mullen
Main State



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HR Initiatives for Foreign Service Nationals



“Foreign Service Nationals are an integral part of the State Department family.”

The U.S. government employs more than 40,000 Locally Employed Staff worldwide. Most are Foreign Service Nationals, citizens and taxpayers in the countries in which they work.

FSNs are an integral part of the State Department family. They provide essential technical and cultural experience, they guide and develop our new U.S. Direct Hire officers and specialists, and they advise us all.

Like all of us, FSNs are increasingly concerned about the value of their financial resources upon retirement. Those concerns include inadequate benefits from nominally viable Local Social Security Systems. In Brazzaville, for example, it costs more to take the bus to the social security office than the value of the check received.

Other concerns include insolvency issues affecting already bankrupt systems or political and economic instability rendering currently viable systems inadequate before our FSNs reach retirement age. This is a serious problem that is being addressed in several ways.

Fostering a culture of personal saving is imperative in the developing world, where there is little opportunity for individual investment or savings accounts. FSN Defined Contribution Plans, funded by the U.S. government, are major steps forward in addressing retirement needs in some of the most impoverished countries. But DCPs now include only 28 countries in the most dire of circumstances. Even the most developed countries face enormous demographic challenges that will require FSNs to save for their own futures.

Improving the retirement prospects of our dedicated FSNs is a priority in the Bureau of Human Resources. We are currently exploring a voluntary retirement

savings plan for all Locally Employed Staff worldwide. This program would be in addition to existing systems—Local Social Security Systems, post-specific supplemental retirement plans and defined contribution plans.

Our objective is a single global plan, or a global network of similar regional plans. In December, our Overseas Employment Office released a request for expressions of interest to global financial institutions, and our goal is to award a contract by summer 2007.

We are also instituting a performance management best practice for our LE Staff. Our new performance management policy, 07 State 6404, is a full-year cycle that gives employees and supervisors a more advanced tool for outlining, understanding and fulfilling performance expectations. The process includes four new forms, including a new employee performance report. We recognize in HR that delay of any kind in the evaluation process is a delay in the employee receiving a within grade increase. The new EPR streamlines the evaluation form and will speed up the evaluation process.

FSNs faithfully serve our nation every day, and they deserve our attention and support. A recent article in the IIP eJournal, “The State Department at Work in the 21st Century: Global Actions” (<http://usinfo.state.gov/journals/itps/0207/ijpe/ijpe0207.htm>), shares with the world the important contributions made by America’s bridge, our FSN colleagues. I hope that I have conveyed my deep appreciation for all they do and our willingness in HR to address their concerns.

I invite you to send your thoughts and ideas to me via unclassified e-mail to DG Direct. [n](#)

NEWS



The U.S. Consulate Patriots, in white, lost the game but helped raise more than \$20,000 for a local charity.

First and Goal

Once a year, Mexican and U.S. law enforcement officers meet on the gridiron in Monterrey, Mexico, for a full-contact football game to raise money for charity. The game, organized by the U.S. Consulate in Monterrey, has become a local tradition. American players hail from the Department of State, Department of Homeland Security and the Drug Enforcement Administration and exemplify interagency cooperation at its best.

This year's game on February 16 was dedicated to the consulate's good friend Marcelo Garza, the State of Nuevo León director of investigations who was assassinated by narco-traffickers in September 2006. Although the U.S. team lost, the event raised more than \$20,000 for a local children's cancer charity and showcased the cooperation that exists among officers from different agencies, cultures and countries in Monterrey.

PLUS >>> WEARING PURPLE IN MADRID + FSN WINS IT CONTEST IN ROMANIA + VIETNAM-ERA CORDS OFFICERS PLAN REUNION + WINDOWS CUT INTERVIEW WAIT IN SAN JOSÉ + MOM AND SON RIDE ACROSS THAILAND FOR CHARITY



Vietnam-Era CORDS Officers Plan May Reunion

On May 12, civilian officers from State, the U.S. Agency for International Development, the former U.S. Information Agency and other agencies who served in the field in Vietnam will lay a wreath at the Tomb of the Unknowns in Arlington National Cemetery and visit the graves of Everett Bumgardner, John Paul Vann and William Colby, all of whom led CORDS, the organization that conducted civil operations in rural areas of Vietnam.

The ceremonies are part of a CORDS reunion—to include dinner and presentations. For details, contact Bruce Kinsey at (540) 459-8251 or brucekinsey@hotmail.com.



WEARING PURPLE

Members of the visa unit at the U.S. Embassy in Madrid wore purple recently to celebrate International Women's Day 2007. The color purple has been associated with the women's movement since the time of the suffragettes and with the cause of stopping violence against women and children. From bottom to top: Gloria Del Campo, Maria de Trinidad, Ana Duenas, Carolina Matilla, Elisa Salvador, Corinne Lis and Clara Davis.

FSN Wins National IT Contest in Romania

As anyone who has served in the U.S. Embassy in Bucharest can testify, the Foreign Service National talent in the Information Systems Center is amazing. The supervisory FSN, Zoltan "Zoli" Csizmadi, stands out even in this distinguished crowd, with his unparalleled networking and systems skills. He is an aerospace engineer by training.

The Romanian edition of *PC Magazine* recently held a nationwide contest requiring entrants to design and build a secure combined wired/wireless network providing ease of implementation at a reasonable cost to the client. The information technology talent pool in Romania is deep, and to win such a contest is a significant achievement.

Zoli, who is humble and quiet, never even mentioned that he planned to enter. But people found out when it was announced that he had won first prize by a large margin.

Zoli Csizmadi in his office.





The new consular section has more interview windows.

More Windows Cut Interview Wait in San José

Ambassador Mark Langdale and contractor Vern Martinez of Martinez International recently cut the ribbon marking the opening of the completely remodeled consular section at the U.S. Embassy in San José, Costa Rica.

The reconfigured section features 30 percent more interview windows and a more efficient layout. The waiting time for an interview has plummeted from 90 to 18 days. The improved customer service has been reported in local print and broadcast media.

Key players in this significant upgrade were Gen. Charles Williams and his Overseas Buildings Operations staff in Washington, along with the embassy facilities section, general services office and regional security office in San José.

Embassy Mom and Son Ride Across Thailand for Charity

Forbes Slater, the 13-year-old son of U.S. Embassy in Bangkok Information Technology Manager Lizzie Slater, decided he wanted to participate in December's Tour de Thailand Charity Bike Ride from Chiang Mai to Phuket—2,500 kilometers long. He got an exception to the rule that riders be at least 18, provided Lizzie—a non-bike-rider—agreed to ride with him.

She wanted to give Forbes an adventure to remember for the rest of his life, so she bought a computerized training bike and sat for months on her balcony riding 20 miles a day to get in shape.

It was worth the effort. Forbes raised not just the minimum of \$2,500 in charitable commitments for the ride, but an astounding \$5,953 for two charities: The Max Foundation, which supports

patients with blood cancers, and The Foundation for the Blind of Thailand. He earned every penny, biking in extreme heat and, at one point, battling food poisoning.

And Mom survived the ride, too.



Forbes Slater presents a check to benefit the Blind Foundation of Thailand. Behind him are blind riders on tandem bikes with sighted riders.

STATE MAGAZINE

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The submission deadline for the July/August 2007 issue is June 1. The deadline for the September issue is July 15.



Second and third graders prepare care packages for U.S. troops serving in Iraq and Afghanistan as part of their Boots on the Ground project.

Our Youngest Diplomats

BY WENDY R. SAUNDERS

After inspection, the graduates file in for the official ceremony, a fife and drum marking their steps along the way. Defense Attaché Brigadier General Ralph Jodice sings their praises. The Marine Corps hymn cues the USMC color guard forward to present the colors.

Hands to hearts, the graduates recite The pledge of allegiance and lead the honored guests and family members in singing the national anthem. Guest speaker David S. Sedney, deputy chief of mission at the U.S. Embassy in Beijing, addresses the graduates and notes their initiative, dedication and patriotism.

Three things make this class of graduates unique: they are in kindergarten through

9th grade, they have completed the first year of an after-school program of American social studies and history and they are living in Beijing, China, where their families are posted. This spring, 47 American children will graduate from this specialized program that is now in its second year in Beijing and is open to children of all American citizens.

Love and Understanding

Responding to a void in the international school's curricula at post, this United States Studies Program was created by Foreign Service spouses at the U.S. Embassy in Beijing with the help of the American Employees Association. The goal of the

program is to inspire good citizenship, love of country and an understanding of the United States of America.

All courses are designed to provide information and experience and to impart knowledge of American history, geography and civics. The course syllabus was prepared by experienced American teachers and is based on the Virginia Standards of Learning. Additionally, the course aims to incorporate aspects of American culture that the children would experience if attending a school in the United States.

The children attend classes on Wednesdays after school—an hour for the little ones and an hour and a half for the older children. Some of the children's work graces



Left: A second grader creates a poster about George Washington during a lesson about President's Day. Top: Kindergartners and first graders begin a lesson about the 43rd president, George W. Bush. Bottom: Seventh and eighth graders vie for the presidency in the "Hail to the Chief" game.

the walls of the embassy cafeteria for parents and government employees to appreciate. Additionally, the classes include such special activities as Flat Sam, a U.S. Post Card Project, a State Flags project, a Parent Fun Night and our Boots on the Ground project, which involved sending care packages to troops on the front lines in Iraq and Afghanistan.

In total, 58 boxes of thank-you packages with accompanying letters were prepared and shipped to our brave and deserving men and women in uniform. The students enjoyed receiving notes back from "their" serviceman or -woman acknowledging the receipt of their goodies.

The program strives not only to bring knowledge of America to the children, but also to connect them to the larger American community. With visiting guests such as U.S. Marines stationed in Beijing, the ambassador and the deputy chief of

mission, the children are learning about the inner workings of an embassy.

Outreach Connections

Official visitors to China also have the opportunity to connect with the children by joining them in the classroom for their lessons, by sharing mementos from their state or city or sending words of encouragement. This outreach from the American community strengthens the children's interest in what it means to be an American.

"As citizens of the United States of America, we should all be familiar with American history and culture," said U.S. Ambassador to China Clark T. Randt Jr. "This program is helping to fill a void in the international curriculum and gives our youngest citizens necessary background on what it means to be an American. American history has shaped our core national values and is an integral part of our character. We

have an obligation to impart this knowledge to future generations."

The American Employees Association in Beijing intends to have a standardized United States Studies program that can be adopted at any embassy or consulate in the future. This standardized program will be a long-range and comprehensive program for children, allowing consistency as they move with their parents between various overseas postings.

As noted science fiction novelist Robert Heinlein said, "A generation which ignores history has no past and no future." The future for this program's youngest diplomats is very bright, indeed. [n](#)

The author is an eligible family member consular assistant at the U.S. Embassy in Beijing and currently the lead teacher of the AEA U.S. Studies Program.



Going Green Globally

New Sofia Embassy Certified as 'Green'
By Gina Pinzino

PHOTOGRAPHS: (ABOVE) CORBIS; (OPPOSITE PAGE) OVERSEAS BUILDING OPERATIONS



A side view of the embassy entrance shows some of the landscaping.

The U.S. Embassy compound in Sofia, Bulgaria, is the first U.S. diplomatic compound to receive LEED (Leadership in Energy and Environmental Design) certification.

In an effort to transform the building industry, the United States Green Building Council developed the LEED Green Building Rating System. LEED certification demonstrates building performance that reaches beyond basic energy conservation by targeting five categories of building impact: sustainable site, water efficiency, energy and atmosphere, materials and resources, and indoor environment.

The Department has a long-standing commitment to the sustainability of the environment through its design and construction of green embassies around the world, according to General Charles E. Williams, director of the Office of Overseas Buildings Operations.

"We're not just building structures around the world," he said. "We're building compounds that meet security and sustainability standards and connect well with the populations that surround us. Our hope is that our compound in Sofia will serve as a model for future embassies—fulfilling security concerns on one hand, while balancing environmental standards on the other."

The new embassy compound in Sofia incorporated a wide range of technologies and strategies from OBO's Energy and Sustainable Design Program. It is the first U.S.

embassy compound to be measured under this green building rating system.

Site preservation was assured by conserving and restoring areas to provide habitat and promote biodiversity. Trees were preserved, as were about 16,300 square meters of open space. Reserved car pool spaces are provided, as well as bicycle racks. Showering facilities encourage biking and running.

Water efficiency is assured through pulsed-power water treatment, limited use of potable water and water-efficient fixtures

that reduce water use, all of which will help to save 136,312 gallons of water annually compared to conventional options.

Energy is conserved and the atmosphere benefits from many of the building's features. Occupancy sensors and time clocks turn off systems when rooms are not in use or after operating hours. A solar water heater reduces energy consumption by two-thirds. Heating, ventilation and air conditioning systems are free of chlorofluorocarbons. The thermal properties of exterior surface materials provide more insulation.

Thirty-two percent of the embassy's building materials were manufactured within 500 miles of Sofia. Facilities are available for the separation and collection of recyclable materials such as paper, glass, plastics and metals. During construction, materials such as wood, drywall, masonry, metals and plastics were used wisely to reduce waste.

The building's indoor environment is protected through high air-quality standards. Smoking is prohibited and isolated air-flow systems preventing hazardous chemicals from adversely affecting air quality are in place. Sensors turn off artificial light when workspaces are sufficiently lit by natural daylight. Thermal comfort is achieved through a monitoring system that allows control of humidity, which also maintains system efficiency. [n](#)

The author was until recently external affairs manager in the Office of Overseas Buildings Operations.



A garden at the green embassy.

Covering just 24 square miles, San Marino nonetheless packs some beautiful scenery into its small area.

Old and New

On March 8, 2007, Ambassador Ronald P. Spogli—a native Californian of Italian heritage—presented his credentials and became the first U.S. Ambassador to San Marino. The ceremony represented a momentous occasion in the annals of U.S.-San Marino history, and the estimated 2,000 U.S. citizens who reside in San Marino were elated.

One-tenth the size of New York City and the world's fifth-smallest state, San Marino is situated in the Apennines, a little inland from the Adriatic Sea near Rimini. Acknowledged by many as the oldest republic in the world, it is the sole survivor of the independent states that existed in Italy at various times from the downfall of the Western Roman Empire to the proclamation of the Kingdom of Italy in 1861.

According to tradition, "San Marino" was founded sometime between AD 301 and

350, when a Christian stonemason named Marinus the Dalmatian, later venerated as Saint Marinus, fled from the Dalmatian island of Arbe to escape the persecutions under Diocletian and hid on the peak of Monte Titano, the highest of San Marino's seven hills. He settled on the mountain to ply his stonecutting trade and spread Christianity, eventually founding a small community following Christian beliefs. In memory of the stonecutter, the land was renamed "Land of San Marino," and was later changed to its present-day name, "Republic of San Marino."

A Modern Face

Today, San Marino has managed to retain its Old-World charm, yet it has cultivated an extremely cosmopolitan identity: San Marino maintains diplomatic relations

with approximately 70 countries, one of which is the United States. The U.S. and San Marino have enjoyed excellent diplomatic relations for almost 150 years, the cornerstone of which was set when 16th U.S. President Abraham Lincoln accepted the honorary citizenship extended to him by the republic. In his letter of acceptance dated May 7, 1861, President Lincoln wrote, "Although your dominion is small, your State is nevertheless one of the most honored in all history."

San Marino covers a geographic area of only 24 square miles, but its presence on the international scene has grown increasingly important over the years. San Marino is an active member of the United Nations; the U.N. Educational, Scientific and Cultural Organization; the World Health Organization; the International Monetary Fund; the

THE NEWEST AMBASSADOR REPORTS TO THE OLDEST REPUBLIC
BY SARAH BECK, KATHRYN RAKICH AND BRIAN C. WINANS



Council of Europe; the International Court of Justice; the International Whaling Commission; the World Trade Organization; and many other legislative bodies of the international community.

Until recently, the U.S. Consul General in Florence officially represented U.S. interests in San Marino. It has been a fruitful relationship, for San Marino has consistently supported U.S. foreign policy positions, as well as U.S. candidates to international organizations. In September 2006, President George W. Bush appointed U.S. Ambassador to Italy Ronald P. Spogli as ambassador extraordinary and plenipotentiary to San Marino.

Virtual Presence Post

The 1950s saw a great wave of Sammarinese emigration to the U.S., especially to New York and Detroit. Many of these Sammarinese eventually returned home to their beloved republic, but they retained their American identities. In fact, U.S. citizens are thought to make up nearly 10 percent of San Marino's population, and with modern technological com-



Ambassador Spogli, left, presents his credentials to Captains Regent Antonio Carattoni, center, and Roberto Giorgetti.

munication, it is now possible to establish deep and meaningful ties with a target audience that is miles away using both face-to-face contact and remote means such as e-mail or the Internet. Because San Marino is a small, yet politically important and technologically advanced nation, a U.S. virtual presence post (VPP) was launched January 13, 2005 (located at <https://sanmarino.usvpp.gov>).

The San Marino Web site and its links serve as resources to those seeking passport, visa, notarial, commercial and other services. In addition, the virtual presence post

serves as a useful backdrop to highlight noteworthy events between the consulate and the Republic of San Marino.

The VPP has proven to be quite popular, receiving more than 150,000 hits within the last year. Although this might pale in comparison to many commercial Web sites, it is important to know that San Marino has a population of only 30,000 people. [n](#)

Sarah Beck is a consular assistant, Brian C. Winans is vice consul, and Kathryn Rakich is executive assistant to the consul general at the U.S. Consulate General in Florence, Italy.

The Sammarinese

by Fabrizio Giannozzi

Yes, that's what the inhabitants of the tiny republic are called. Once a poor enclave of Italy, San Marino now has one of the highest standards of living in Europe, and one of the lowest unemployment rates. In fact, more than 5,000 Italians cross the border daily to work in San Marino's factories or restaurants. Its basketball courts, swimming pools and baseball fields are comparable to those found in American-style facilities; the quality of the food in San Marino is as high as in any well-known Emilia-Romagna restaurant.

Created in 1778, the San Marino-America Mutual

Friendship Association is probably the country's largest cultural/social association, and its activity aims at maintaining both local traditions and those acquired in the New World. Thus, every

year the Association celebrates the Fourth of July and Thanksgiving, and hundreds of Sammarinese alternate their "piadina with Squacquerone" (a delicious thin bread with an equally delicious local fresh cheese) with turkey. There are few places on the Italian peninsula where an American visitor can feel as at home as in San Marino.



The San Marino-America Association poses during a recent visit to the U.S. Consulate in Florence.

The Calgary skyline reflects growing prosperity.






Calgary

A High-Energy Consulate Covers
a High-Energy Region.

By Betty Rice

What part of the world supplies more oil and natural gas to the United States than any other? What area has one-third of the world's uranium and enough diamonds to be the third-largest global supplier? Where are scientists, working closely with their American counterparts, at the forefront of research on climate change and energy efficiency?

The answer to all of these questions is a place right on our doorstep: the Canadian provinces of Alberta and Saskatchewan and the Northwest Territories.

A large silhouette of an oil pumpjack dominates the center of the image. The pumpjack is a complex mechanical structure with a long walking beam and a counterweight. In the background, a person is visible standing near the base of the pumpjack, providing a sense of scale. The sky is a gradient of blue and orange, indicating a sunset or sunrise. The overall scene is industrial and evocative of oil production.

Alberta and Saskatchewan send about 75 percent of their oil to the United States.

PHOTOGRAPH: TRAVEL ALBERTA

A LITTLE HISTORY

In 1905, when the provinces of Alberta and Saskatchewan were founded, the local American population was skyrocketing. Canada lured British and American citizens with the promise of rich, inexpensive farmland and ranchland in the new provinces. The American response was dramatic: The expatriate population jumped from about 50 in 1894 to 100,000 ten years later.

Since Calgary was the end of the rail line—the place where American settlers began their journeys into one of the last frontiers on the continent—it made sense to establish a post in the fast-growing city. The Calgary consulate opened in 1906.

The American settlers quickly adopted Canada as their home. Their descendants are now leaders in politics, business, academia and the arts—and contribute to the strong relationship the United States enjoys with western Canada.

THE AGRICULTURAL CONNECTION

In the early 20th century, agriculture drove the economy of Alberta and Saskatchewan. The 100,000-plus farms in Alberta and Saskatchewan cover more than a third of each province's territory. They lead Canada in livestock and grain production, and their best customer is the United States.

This agricultural relationship is not without its challenges. In 2003, when a cow in Alberta was diagnosed with bovine spongiform encephalopathy (commonly referred to as “mad cow” disease), the consulate general worked closely with the U.S. Department of Agriculture to keep the lines of communication open. Southern Alberta politicians and business leaders often credit the consulate with smoothing the waters during the “BSE Crisis.”

BURIED TREASURE

In the mid 20th century, energy began to overshadow agriculture as the driver in the economic relationship. Today, more than 190,000 producing oil and gas wells make Alberta and Saskatchewan the highest producers in Canada. In the Northwest Territories, oil and gas wells can be found from the southern border all the way to the Arctic Ocean.

AT A GLANCE: CANADA



Capital
Ottawa

Total area
9,984,670 square kilometers

Approximate size
Somewhat larger than the United States

Government
Constitutional monarchy that is also a parliamentary democracy and a federation

Population
33 million

Languages
English and French (both official)

Currency
Canadian dollar (CAD)

Per capita income
\$35,200

Unemployment rate
6.4 percent

Import partners
United States (56.7 percent), China (7.8 percent) and Mexico (3.8 percent)

Export partners
United States (84.2 percent), Japan (2.1 percent) and the United Kingdom (1.8 percent)

Internet country code
.ca

SOURCE: CIA World Factbook 2007



Horses enjoy the open plains during a roundup at Curries Ranch in Buffalo, Alberta.

PHOTOGRAPHS: (ABOVE) BETTY RICE; (OPPOSITE PAGE) TRAVEL ALBERTA



Left: Calgary staffers conducted an on-site survey of Kananaskis, Alberta, site of the 2002 G8 Summit. Taking a brief break from the survey are, from left, Melvyn Rosario, Kim Klassen, Rob Ursell, Betty Rice, Tom Huffaker and Rich Roesing.

Then there are the oil sands, a northern Alberta reserve with 175 billion barrels of proven reserves. When the U.S.-based Energy Information Administration officially recognized these reserves several years ago, Canada became the second largest holder of commercially recoverable reserves in the world—second only to Saudi Arabia. Changes in price and technology could someday make Canada number one.

Through a pipeline system that crisscrosses the continent, the two provinces export roughly 75 percent of their oil and 55 percent of their natural gas to the United States.

But there's more than oil and gas in the ground in western Canada. Mines in Saskatchewan produce one-third of the world's uranium, both provinces mine coal, and Saskatchewan produces a third of the world's potash, a key element in fertilizers. Massive fields of diamond-laden kimberlite have recently been discovered in Saskatchewan. These fields, combined with existing diamond production in the Northwest Territories, could propel Canada into second place in world diamond production in the next 10 years.

Although the extraction of oil, gas and minerals has fueled a booming economy, it is undeniably hard on the landscape and the environment in general. Local scientists and researchers are working on alternative sources of energy and ways to minimize environmental impacts and curb greenhouse gases. Often they work side by side with their American counterparts—neighbors and friends sharing a continent.

SECURING THE BORDERS

Both Canada and the United States take border security seriously. Alberta and Saskatchewan have 19 crossing points into the United States, from full-service, 24-hour joint facilities to crossings on simple country roads with barriers and basic services that see only a few vehicles per day.

American and Canadian border officials work closely together, sharing information, which allows them to keep the border open to legitimate travelers while securing it against those who would do harm.

The implementation of the Western Hemisphere Travel Initiative, which requires everyone entering the United States to have a passport, began at airports this year and will extend to the land border



PHOTOGRAPHS: (TOP): TRAVEL ALBERTA; (BOTTOM): BETTY RICE; (OPPOSITE PAGE): TRAVEL ALBERTA



Opposite page top: Climbers and hikers in Banff National Park share the ground with the local fauna, including this bighorn sheep. Bottom: Consul General Tom Huffaker, left, and Ambassador David Wilkins present Susan Smith of American Citizen Services with an Extra Mile Award. Left: Native Canadian culture, as illustrated by Pow Wow Teepee Village at Head-Smashed-In-Buffalo Jump near Fort Macleod, Alberta, adds to the region's rich heritage.

as early as next year. This legislation poses challenges to the U.S. mission in Canada because Canadians now need passports to enter the United States, and Americans now need them to return from Canada. Consulate general staff and their Homeland Security counterparts are working closely with Canadian officials to ensure a smooth transition.

From borders to mad cow and other issues, "Team Calgary" is on the job. Some 25 men and women provide consular, public diplomacy, economic, political, commercial and administrative services. Taking into account colleagues in Customs and Border Protection at the international airports in Edmonton and Calgary (travelers are cleared by U.S. immigration inspectors prior to boarding their planes), approximately 80 staffers—American officers, local-hire Americans and Canadians—represent the U.S. government in the consular district.

TREASURE BELOW AND ABOVE

While diamonds and black gold are found in abundance below the earth in the Calgary consular district, there are also some gems above the surface, such as the Rocky Mountain communities of Banff and

Lake Louise, and world-class skiing, hiking, climbing, whitewater rafting and fly fishing. The badlands of Drumheller contain dinosaur bones, and the rolling Cypress Hills to the south are reminders of the vastness of the open prairie and the challenges faced by the early settlers.

The Calgary Stampede, billed as "The Greatest Outdoor Show on Earth" since its creation by an American cowboy in 1912, combines a rodeo and carnival and 10 days of social events. Spruce Meadows, a massive equestrian facility just south of Calgary, hosts one of the richest show-jumping events in the world, and the triennial Honens International Piano Competition awards Canada's top classical music prizes.

In the winter, the aurora borealis presents dramatic displays in the north, and in summer, it's not uncommon to play golf at 2 a.m., since the sun doesn't set for days.

But the people are the real jewels of the region. Native Canadians make a big contribution to the rich cultural heritage of the region, while the immigrants who followed played a key role in shaping the region's independent and entrepreneurial character. **n**

The author is the public affairs representative at the U.S. Consulate General in Calgary.



The comfortable auditorium seats 272.

REWIRING HISTORY

The Harry S Truman Building renovation team recently celebrated a significant milestone in a multiyear, multimillion-dollar project—the completion and occupancy of the George C Marshall Wing offices and conference center.

This wing is the first phase of what will eventually include the modernization of the entire headquarters building by the year 2019. Managed by the Special Project Division in the Bureau of Administration's Office of Operations, the project is a collaboration between State—including the bureaus of Administration, Information Resources Management and Diplomatic Security—and the General Services Administration.

The Marshall Wing was originally the War Department Building, completed in 1941. The interior renovation began in 2000 with selective demolition and carefully detailed construction to preserve the historic integrity of the original building, while providing the latest technological advances in communication and environmental systems.

The transformation into a safer, brighter, more attractive, state-of-the-art office environment was completed last July. The wing is

now occupied by the Director of Foreign Assistance and the bureaus of Oceans and International Environment and Scientific Affairs; Economic, Energy and Business Affairs; Verification, Compliance and Implementation; International Security and Nonproliferation; and Intelligence and Research.

The renovation boasts functionality, modern technology, improved security, full accessibility, safety and sustainable design. However, the historic character of the building presented major design and construction challenges. New variable-volume air conditioning ducts, miles of electrical and communication raceways, and rigid conduit, wiring and sprinkler piping all had to be squeezed above the very tight-fitting ceiling spaces and walls. Passenger and freight elevators were completely refurbished to meet modern standards.

Contractors had to meticulously repair the original marble and granite floors and walls, which now gleam like new. More than 800 historic bronze casement windows had to be replaced with new, more energy efficient windows, yet still replicate the original window profiles and overall appearance. The beautiful Art Deco

**STATE-OF-THE-ART RENOVATION RESPECTS HISTORY
BY LISA BAXTER AND MARK BUTOWSKY**



Before and after: Secretary George C. Marshall sits at his desk in 1947, below. The restored office, left, respects the original.



brass light fixtures in lobbies and corridors were taken apart, reconditioned, rebuilt and polished to accommodate new wiring and modern energy-efficiency light standards.

Another challenge was restoring the historic wood paneling in the fifth-floor reception lobby and the unique two-story executive offices, one of which was originally occupied by Secretary Marshall and now houses the Director of Foreign Assistance and the Assistant Secretary for Verification, Compliance and Implementation. Even doorways to suites were carefully detailed to simulate the original triple-paneled wood doors. The preservation of the historic woodwork in the wing won distinguished craftsmanship awards from the Washington Building Congress in the categories of historic wood replication, wood flooring, millwork and wood refinishing.

In response to bureaus' preferences, most of the office space was designed for individual private offices. The design team created tastefully appointed offices with modular furniture, while taking into consideration the space and historic limitations of the building. Natural light and indirect and direct lighting features illuminate offices and corridors. Suite entrances, enhanced with wall light sconces, wood paneling and double doors, lead to stone-floor reception areas with guest seating and reception stations consistent with the historic character of the building. The fully furnished offices implement the new Department office-space standards to include coordinated desks, ergonomic task chairs, bookcases and guest chairs.

Other suite appointments include convenient kitchenettes, storage areas and equipment and file rooms. Carefully designed display panels, bronze corridor directional and suite signs, recessed color-coordinated stripes and photographic-themed murals at corridor intersections help guide employees and visitors. The new linear perimeter hallway lighting, combined with walls painted in muted colors, provides a contemporary touch and brighter atmosphere from what was previously a very dull experience.

A new state-of-the-art computer center and strategically located computer equipment rooms on each floor provide greater flexibility for cabling and computer needs, and eliminated the need for all of the previous smaller bureau computer rooms, thereby effecting cost and space efficiencies.

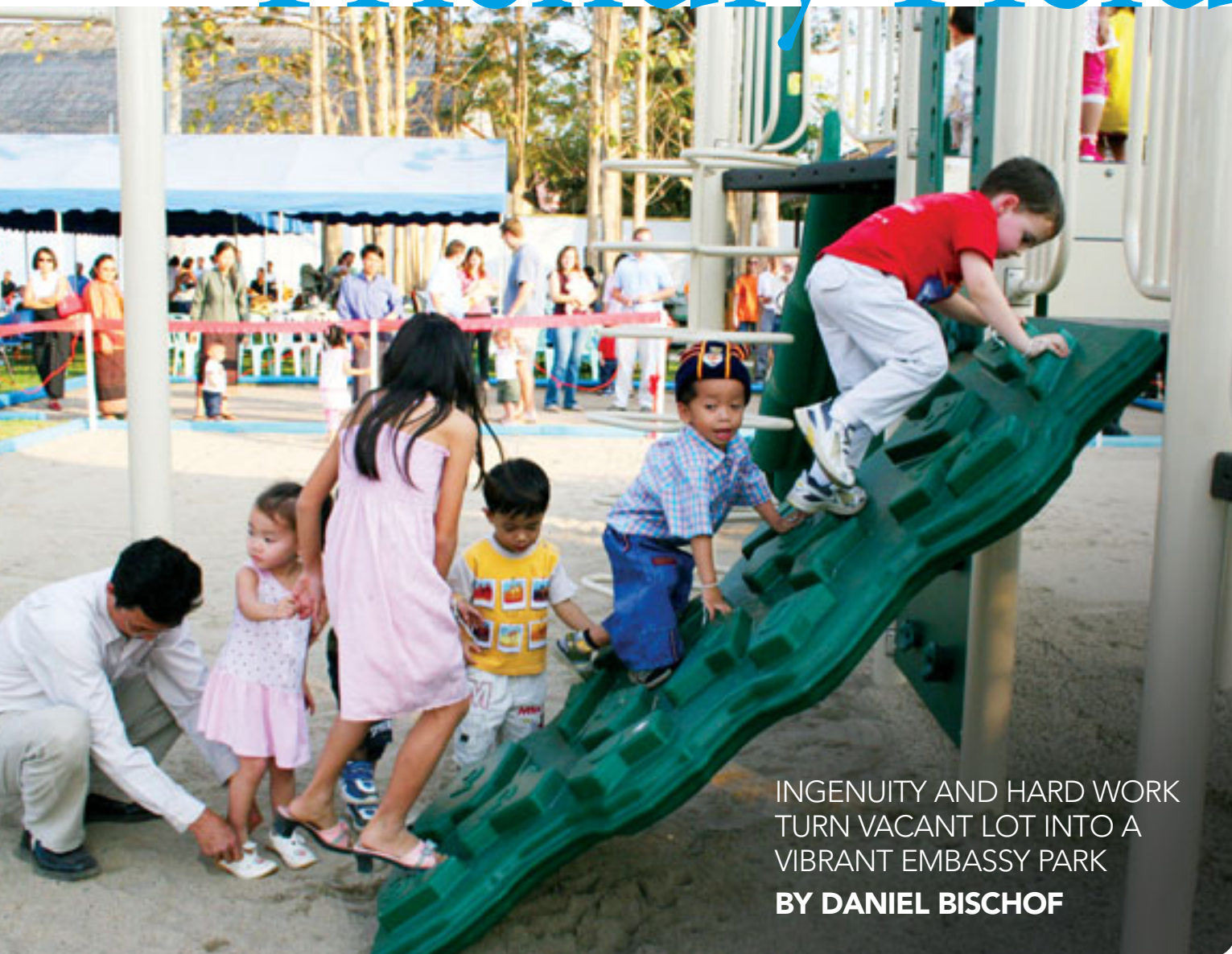
The major improvement of the renovation is the conversion of the old second-floor auditorium into the new first-floor conference center and a comfortable 272-seat auditorium with stage and audio-visual capabilities. The conference center includes five multi-use conference rooms equipped for simultaneous interpreting, a teleconferencing room, a catering area, a business center, VIP holding rooms and a central reception lobby. The convenient location makes the center easily accessible for visitors, who can enter without going through turnstiles. Scheduling of the center is arranged through the Office of General Services Management.

The 21st Street entrance and lobby reopened January 22. Visitors entering the building are screened in the new exterior security facility. In the restored travertine and granite lobby, new turnstiles, a granite receptionist's desk and surrounding bronze and glass security doors complement the original architecture of the grand monumental lobby. Employees and guests are greeted by the 50-foot-by-12-foot historic mural "America the Mighty," painted by Kindred McLeary in 1942.

The renovation continues with space planning and design for the next phase of the building and the Perimeter Security Master Plan, which will enhance the perimeter security of the Harry S Truman Building while providing an integrated, pedestrian-oriented urban landscape. **n**

Mark Butowsky is chief of the Special Project Division in the Bureau of Administration's Office of Operations. Lisa Baxter is an analyst in the division.

Friendly Field



INGENUITY AND HARD WORK
TURN VACANT LOT INTO A
VIBRANT EMBASSY PARK

BY DANIEL BISCHOF

In Vientiane, Laos, there are few public parks, no playgrounds and no swing sets. Joggers must brave street dogs, gaping potholes, darting motorbikes and the occasional mango vendor. There are soccer pitches—dusty patches for most of the year, then muddy quagmires with the arrival of the rainy season.

When a baby boom hit this tiny embassy—five babies born in eight months—post took action to keep new parents and children fit, occupied and on the eastern side of the Mekong River for weekends. With the brainstorm of a few officers, the support of Ambassador Patricia

Haslach and funding from post and Overseas Buildings Operations, the embassy's general services section converted an open field attached to the ambassador's residence into an embassy park.

"I'm thrilled that we have been able to make something that will benefit the embassy community for years to come," Ambassador Haslach said.

First, general services built some simple outdoor exercise equipment and installed some shrubbery around the perimeter wall. In mid-2006, the section constructed a picnic pavilion, a simple bathroom and some shaded benches for sports players.

Dramatic Changes

Since the fall of last year, the changes have been dramatic:

- a 295-meter walking, jogging and bicycle path;
- more than 100 trees planted;
- a new, level 60-meter-by-80-meter soccer pitch with drainage system and stadium lighting;
- a "boule" (bocce ball) court;
- three new swing sets (regular, toddler and tire);
- two in-ground barbecue grills;
- and a playground activity center that is the best in the country.



Opposite page: Ike Bischof and Phanyathip Saiya-ozza lead the charge up the “educational climber” on the new playground. Above: The embassy held a traditional Lao “baci” ceremony to inaugurate the field and to ensure future good luck. Below: Ambassador Patricia Haslach opens the new playground with help from Khammai Saiyasane, left, and Sansombath Phoureuanghong, as Souvanho Sphabmixay, background, applauds.

The new playing surface is a marked safety improvement. The field formerly had been rocky and rutted. When digging, one contractor even unearthed a mortar round left over from the fighting of the early 1970s.

Now the local international school uses the field for soccer practice and physical education classes. The embassy soccer team uses the field weekly as a public diplomacy tool, inviting officers’ contacts to play soccer

(every Lao office has a team) and then enjoy barbecue and Beer Lao after matches.

“It just looks great,” said Don Tingley, the athletic coordinator for the Vientiane International School. “We’re using it nearly every day.”

Full Field

The ambassador also opened the field to all embassy employees, their families and

guests. Children bring their parents each weekend for time on the playground, new mothers walk the track to stay fit, and the embassy fielded a second team composed of the guard force. The field will be used for large events like the embassy’s annual Lao New Year celebration and the American community picnic on Independence Day.

At the field-opening ceremony on January 26, Ambassador Haslach paid special tribute to Sansombath Phoureuanghong, the embassy’s building and maintenance supervisor for more than 30 years, who was instrumental in the project.

Sansombath designed the picnic pavilion and bathroom and oversaw the field resurfacing and the installation of the playground facility, which along with the swing sets was ordered from the U.S. to meet safety specifications.

“The playground was so difficult to install,” he said. “It would have been easier to build a house.”

The U.S. Embassy in Vientiane’s new “house” brings FSNs and officers together and helps American families feel a little closer to home, a pretty good return on investment. [n](#)



The author is the general services officer at the U.S. Embassy in Vientiane.



Publications Office products cover topics from American culture to U.S. foreign policy in several languages, including Spanish, French and Arabic.

Publications Office

TELLING AMERICA'S STORY
IN WORDS AND PICTURES

BY ALEXANDRA M. ABBODD

During the inauguration of the new embassy compound in Cameroon in February 2006, a series of poster-size panels sparked a lively discussion about how people of courage can effect positive change. The panels hanging in the U.S. embassy told the story of civil rights leader Rosa Parks. Known as "poster shows," the panels are one of the several products created by the Publications Office in the Bureau of International Information Programs to tell America's story, in words and pictures, to a worldwide audience.

Each year the writers, editors, designers and reference and copyright acquisition specialists in the Publications Office produce more than 40 print- and Web-based publications. They focus on U.S. policy and cultural issues for an international audience.

WORLDWIDE SERVICE

U.S. embassies order and distribute nearly 1 million print copies of IIP publications yearly. Foreign newspapers, Web sites and other news media also feature IIP publications and deliver the U.S. message to millions of people. The publications are routinely available in print and via the Web in English and other languages, including Arabic, Chinese, Spanish, French, Russian, Persian and Portuguese. The diversity of topic, format and language results in publication products on which our embassies can rely.

Linda McMullen, the cultural affairs officer at the U.S. Embassy in Abidjan, Côte d'Ivoire, says that IIP's products are key for outreach programs.

"Our resources here in Abidjan are limited, so it's invaluable to have a translated product to give researchers, academics, members

of the media and government ministers,” she says. “We like the online format here because it takes some time to get printed materials in Abidjan. The fact that we can download a copy of the publication, print one and photocopy it is invaluable.”

CREATIVITY AND COLLABORATION

The Publications Office works with a wide range of Department and U.S. government offices to create publications that reflect carefully focused U.S. government policy and messages that further U.S. diplomacy abroad. For example, *eJournal USA*, a monthly electronic journal, offers U.S. government policy, articles and commentary by private and academic specialists and everyday Americans on a variety of timely topics.

English Language Officer Bridget Gersten at the U.S. Embassy in Moscow says she uses *Snapshot USA*, an electronic journal focusing on what young Americans think about their country and the world, as a tool for teaching English.

“We are even experimenting with adapting them for classroom use, developing exercises and activities that go with the content, including a textbook series we’ll publish later this year,” she says.

The Publications Office produces 10 to 12 poster shows a year. Popular with younger audiences, poster shows use photographs, illustrations and brief texts on poster-size panels to introduce foreign audiences to topics like the environment, important events in U.S. history, human rights issues and HIV/AIDS prevention

At a Glance

Office name

Bureau of International Information Programs, Publications Office

Symbol

IIP/PUB

Office Director

George Clack

Staff size

28

Office Location

SA-44

Web site(s)

<http://usinfo.state.gov/products/pubs>

<http://usinfo.state.gov/pub/ejournalusa.html>



Print designers, from left, Chloe Ellis, Ted Miksinski, Sylvia Scott and Min Yao design a wide variety of posters, publications and electronic journals.



Key members of the publishing services team include, from left, Rebecca Ford Mitchell, Christia Butler, Anita Green, George Brown and Karen Simpson.

and treatment. Embassies purchase the poster shows and display them in the embassy, at libraries and museums and even at local public transportation hubs such as airports and bus stations.

One IIP poster show highlighted the extraordinary effort of the U.S. military in assisting the victims of the 2005 tsunami that struck countries bordering the Indian Ocean. The poster show was displayed in American Corners in Indonesia and elsewhere.

Other books, brochures and Web-based publications offered by the Publications Office cover a range of U.S. policy issues. These user-friendly products are distributed widely by embassies to youth, scholars and government officials. The book-length Outline Series, written by commissioned experts, provides in-depth exploration of issues such as the U.S. economy and legal system.

David Andresen, the Public Affairs Officer at the U.S. Embassy in Abidjan, Côte d'Ivoire, often uses IIP products for the embassy's outreach programs.

"IIP products, including the Outline Series and *eJournal USA*, are the rock and foundation for our interaction with schools, students and international visitors," he says.

A GLOBAL ENVIRONMENT

Products from the Publications Office continue to evolve as public diplomacy needs develop. George Clack, director of the Publications Office, says that the office is seeking to reach a more youthful audience, from university students to teenagers in secondary school, and consequently creates shorter, more visually based material to appeal to those age groups.

"We're reorienting ourselves and dedicating a substantial portion of our staff resources and our budget to the youth we're trying to reach worldwide," he says.

IIP's new "Student Corner" Web site presents these materials, and a new Persian publishing program focuses on creating, printing and translating publications for a knowledge-hungry, youthful Iranian audience.

A recent reorganization of the Bureau of International Information Programs expanded the staff and resources of the Publications Office. Jeremy Curtin, IIP's Acting Coordinator, says one of the bureau's main goals is to ensure that IIP is in a position to respond to the Department's policies in a timely way and that IIP's products and programs reflect strategic priorities.

"Our goal as an information service is to create products that can compete in this incredibly competitive, complicated and crowded international global information environment by using cutting-edge technology, while also serving all of our posts, including those who aren't in high-tech areas," he says. "A public affairs officer in Africa who walks down the street to a newspaper editor and hands him a piece of our policy, cultural or background material showing what the United States is about will most often be delivering something in print form produced by our Publications Office. We want to give posts the information that they need, in the form that they can use, whether it's digital or print." **n**

The author is a writer-editor in the Publications Office.



Student Corner Resource

International students will find IIP's new Student Corner an invaluable resource. For many it will serve as a positive introduction to U.S. culture, education and public policy, and it also provides materials for school assignments and other projects.

IIP's Student Corner can be found on the Web at <http://usinfo.state.gov/products/pubs/students> and is available in Arabic, Chinese, French and Spanish.



eJournalUSA managing editor Charlene Porter, second from left, discusses photo selection with executive editor Richard Huckaby, seated at left. Editor-in-Chief and Publications Office Director George Clack looks on with production manager Christian Larson, seated at right.



Good to Go

Take Charge of Your Medical Clearance **By Michael Pate**



The medical clearance process helps match employees and their eligible family members with a post appropriate for their state of health. The process of updating a medical clearance can seem confusing, but it's worth spending the time to understand how it works before planning your next overseas assignment.

Here's a look at two situations in which understanding the medical clearance process better beforehand would have allowed employees to avoid problems with their health care and their assignment.

Scenario #1: Bob was a first-tour information management officer assigned to Bujumbura. Three months before starting his new job, he suffered a heart attack and had stents placed in his coronary arteries. Suddenly, he went from taking no prescription medications to three cardiac medications and monthly follow-up appointments with a cardiologist. He was enrolled in a cardiac rehabilitation program and made great progress.

Bob completed his orientation and quickly found himself in Bujumbura. He was surprised to find there was no State Department regional medical officer in the health unit at post. He was further surprised when he discovered there were no cardiologists or laboratories considered adequate to monitor his heart condition. He was not able to continue his cardiac rehabilitation program.

What did he do? He called the Regional Medical Office and was astonished to hear that MED does not authorize medical evacuation for routine follow-up health care. Bob would have to pay his own way to London for his monthly checkups. Now, he was really stressed. He had just started a

new job and had almost no accumulated annual leave or sick days.

What could Bob have done to avoid this situation? If he had checked with MED/Medical Clearances staff, they would have instructed him to submit records from his cardiologist to see whether a medical clearance update was needed. They would have guided him through an update, including whatever exams, tests or consultations may have been needed. The medical capabilities of Bujumbura would have been scrutinized to determine if they were adequate for the follow-up health care he needed. If the post could not meet his medical needs, Medical Clearances would have worked with his career development officer to review other possible posts of assignment.

Scenario #2: Barbie and Ken are a tandem couple with a 13-year-old daughter named Brittney. After four years in Frankfurt, Germany, they looked forward to a long-awaited assignment to Apia, American Samoa. Brittney had developed asthma, which was being controlled by daily oral medications and avoiding mold, mildew and dust mites, which precipitated her asthma attacks.

The family arrived in Apia, and Brittney quickly developed complications from her asthma. Mold and mildew were causing her to react. The family was surprised to learn there were no medical facilities adequate to manage Brittney's care.

When they called the regional medical officer, they realized they had forgotten to update their medical clearances. They were at post without valid medical clearances and now faced a difficult question: Would the family apply for a separate maintenance allowance

or curtail the assignment? Clearly, Apia was not a good fit.

Had Barbie and Ken remembered to update their medical clearances in Germany, Human Resources and Medical Clearances would have worked to find a post for them with the resources needed to take care of Brittney's medical needs. They could have also learned more about Apia's medical resources from their health unit.

While these cases are fictional, such occurrences are not uncommon. The medical clearance process is strange to many members of the Foreign Service. But families risk denial of benefits if they do not follow proper medical clearance procedures.

As the summer rotation cycle approaches, Medical Clearances (M/MED/CL) reminds all transferring employees and eligible family members of the need to have a valid medical clearance. These are some of the most frequently asked questions about medical clearances:

What are the benefits of having a valid medical clearance?

Answer: Individuals with a valid medical clearance are eligible for access to the post's health unit, overseas hospitalization, medical evacuation and other benefits. Proceeding to post without a valid medical clearance may result in curtailment of assignment due to unavailability of medical resources.

How long is my medical clearance valid?

Answer: Two years or the length of your tour, whichever is longer.

What about direct transfer or shortened assignments?

Answer: Employees and eligible family members on direct transfer to a new assignment

continue with their current medical clearance until they take home leave. Individuals holding a post-specific (Class 2) clearance must submit updated medical reports and receive post approval prior to assignment (including direct transfers).

How do I go about updating my medical clearance?

Answer: Complete form DS-3057 either at post or in the MED exam clinic in Washington. Employees and eligible family members are strongly encouraged to update their clearances at post. The process can be started one year before anticipated departure from post. Travel orders are not required. Allow sufficient time to complete consultations if there are medical conditions that need additional evaluation.

I want a full examination done in the exam clinic in Washington. How do I arrange for this service?

Answer: Log onto MED's Web page and request appointments directly. Go to <http://med.state.gov/examappts.htm>.

I want a full examination with my private doctor at my home leave address. How do I arrange this?

Answer: The post health unit or HR can issue a DS-3069 and provide the age-appropriate forms for you and your family members.

The best advice from the Medical Clearances staff? Take charge of the medical clearance for yourself and your eligible family members. Know your medical clearance. If you do not know, ask a member of your health unit staff or e-mail MEDClearances@state.gov. **n**

The author is MED's chief of medical clearances.

EDUCATION + TRAINING

Student Records Online

Need your class schedule or an unofficial transcript of training taken through FSI? Visit the FSI Registrar's Office Web page on the Department of State OpenNet at <http://fsi.state.gov/admin/reg>.

Mandatory Leadership Training

Leadership training is mandatory for Foreign Service and Civil Service employees at the FS-03/GS-13 levels and above to ensure that they have the necessary preparation for increasing levels of responsibility. FSI's Leadership and Management School offers the required courses to meet these mandatory training requirements and other leadership courses for all FS and GS employees.

Mandatory Courses

FS-3/GS-13

PK245 Basic Leadership Skills

FS-2/GS-14

PT207 Intermediate Leadership Skills

FS-1/GS-15

PT210 Advanced Leadership Skills

Managers and Supervisors

PT107 EEO Diversity Awareness for Managers and Supervisors

Newly promoted FS-OC/SES

PT133 Senior Executive Threshold Seminar

Senior Policy Seminars

FSI's Leadership and Management School offers professional development and policy seminars for senior-level executives of the Department and the foreign affairs/national security community.

For more information contact FSI's Leadership and Management School at (703) 302-6743, FSILMS@state.gov or <http://fsiweb.fsi.state.gov/fsi/lms>.

FasTrac Distance Learning: Learn at Your Own Pace, When and Where You Want!

All State Department employees, FSNs and EFMs are eligible. With your FasTrac password, you may access the entire FasTrac catalog of more than 3,000 courses, from home or office (Intranet or Internet). Courses cover numerous topics, such as project management, computer skills and grammar and writing skills, as well as soft

skills such as leadership. To view the FasTrac catalog, visit the FasTrac Web site at <http://fsi.state.gov/fastrac>.

FSI Distance Learning Program

An extensive menu of FSI-developed distance learning courses is also available to eligible participants on the FSI learning management system. See (U) State 009772 dated January 14, 2005, or the FSI Web page (Distance Learning) for information.

Dates for FSI Transition Center Courses are shown below. For information on all the courses available at FSI, visit the Schedule of Courses on the Department of State's OpenNet at <http://fsi.state.gov>. See Department Notices for announcements of new courses and new course dates and periodic announcements of external training opportunities sponsored by FSI. For additional information, please contact the Office of the Registrar at (703) 302-7144/7137.

Security

	June	July	Length
MQ911 SOS: Security Overseas Seminar	4, 18	9, 16, 30	2 D
MQ912 ASOS: Advanced Security Overseas Seminar	11	3, 24	1 D
MQ914 YSOS: Youth Security Overseas Seminar	19	10,17,24,31	1 D

Foreign Service Life Skills

	June	July	Length
MQ104 Regulations, Allowances and Finances in the Foreign Service Context	21		2 D
MQ115 Explaining America		7	1 D
MQ116 Protocol and the U.S. Representation Abroad	9	14	1 D
MQ200 Going Overseas Without Children	2		3 H
MQ210 Going Overseas for Families	2		3 H
MQ220 Going Overseas—Logistics for Adults	2		2.5 H
MQ230 Going Overseas—Logistics for Children	2		2.5 H
MQ250 Young Diplomats Day		9, 16, 30	1 D
MQ703 Post Options for Employment & Training	12		1 D
MQ801 Long Distance Relationships	23		4 H
MQ803 Realities of Foreign Service Life	1	28	1 D

Career Transition Center

	June	July	Length
RV101 Retirement Planning Seminar	12	31	4 D
RV103 Financial Management and Estate Planning	14		1 D
RV104 Annuities, Benefits and Social Security	13		1 D

Length: H = Hours, D = Days, W = Weeks



Deputy Secretary of State

John D. Negroponte of New York, a four-time ambassador and, until recently, the first Director of National Intelligence, is the new Deputy Secretary. As Deputy Secretary, Ambassador Negroponte assists Secretary Rice in conducting U.S. foreign policy and acts as the chief operating officer of the Department. He coordinates and supervises U.S. government activities overseas, represents the Department's position before Congress and manages key foreign policy issues on the Secretary's behalf.

Before assuming duties as the Director of National Intelligence, Ambassador Negroponte was ambassador to Iraq. Before serving in Iraq, he was the U.S. Permanent Representative to the United Nations. From 1997 to 2001, he was executive vice president for Global Markets of The McGraw-Hill Companies.

From 1960 to 1997, ambassador Negroponte was a member of the Career Foreign Service. He served at eight different Foreign Service posts in Asia, Europe and Latin America. He also held important positions at the Department and the White House.

Among his assignments, Ambassador Negroponte was Ambassador to Honduras from 1981 to 1985; Assistant Secretary of State for Oceans and International Environmental and Scientific Affairs from 1985-1987; Deputy Assistant to the President for National Security Affairs from 1987 to 1989; Ambassador to Mexico from 1989-1993; and Ambassador to the Philippines from 1993-1996.

Ambassador Negroponte was born in London in 1939. He received his Bachelor of Arts from Yale University in 1960. He and wife Diana have five children.



Coordinator for Counter-narcotics and Justice Reform in Afghanistan

Thomas A. Schweich of Missouri, principal deputy assistant secretary for the Bureau of International Narcotics and Law Enforcement Affairs, has been accorded the personal rank of ambassador as Coordinator for Counternarcotics and Justice Reform in Afghanistan. Previously, he was chief of staff to the U.S. Mission to the United Nations. Prior to joining the Department, he was a partner at an international law firm. He has been an author, lecturer and media commentator. He is married and has two children.



Ambassador at Large for War Crimes Issues

John Clint Williamson of Louisiana, a career federal prosecutor, is the new Ambassador at Large for War Crimes Issues. Previously, he was senior director for Relief, Stabilization and Development at the National Security Council. He has also served as the first senior adviser to the Iraqi Ministry of Justice, director of the Department of Justice in the United Nations Mission in Kosovo and a trial attorney at the International Criminal Tribunal for Yugoslavia.

*retirements

FOREIGN SERVICE >>>

Benson, Josefina I.
Carignan, Roger A.
Cecchini, Sandra J.
Dombi, Harry Joseph
Lawson, Timothy C.
Robertson, Jerry W.

Scarbrough-Maleze, Brenda
Thompson, Gail J.
Thompson Sr., James C.
Waddell-Blanchard, R. Karen

CIVIL SERVICE >>>

Brophy, Barbara Joyce
Chronister, Judy C.
Hall, Carrie Virginia
Hays, Dewitt C.
Inselman, Dale R.

Poortman, Jacqueline D.
Porter, Mary Alice
Reed, Caroline L.
Rhodes, Mahlon Green
Scott, Dorothy K.

Sherrill, Edna B.
Turner, Joyce Ann
Wilkes-Scott, Essie



Norman C. Barnes, 83, a retired Foreign Service officer, died March 8 of Parkinson's disease in Yarmouth Port, Mass. After serving with the Marines during World War II, he joined Voice of America in 1950 and transferred to the Foreign Service with the U.S. Information Agency in 1955. He served overseas in Manila, Hong Kong, Taiwan, Singapore, Kuala Lumpur, Laos, Pakistan and Korea. He retired to Cape Cod, where he was active in Yarmouth community affairs.



Sam Burlockoff, 82, a retired Civil Service employee, died Jan. 3. He served in the Pacific with the Army during World War II. He worked for the U.S. Information Agency for 30 years, first in the so-called comics section and later in the magazine and design section. He was an accomplished artist and designer and an award-winning painter.



Olcott Hawthorne Deming, 98, a retired Foreign Service officer, died March 20 in Washington, D.C. A great-grandson of Nathaniel Hawthorne, he joined the Department in 1942. He served overseas in Bangkok, Tokyo, Okinawa and

Uganda, where he was the first U.S. ambassador. After retiring in 1969, he was active in international student exchanges and civic activities in Georgetown. He was a naturalist and an avid tennis and croquet player. One of his sons, Rust Deming, is a retired ambassador.

Howard Earl Furnas Jr., 88, a retired Foreign Service officer, died Feb. 18. He lived in Hoover, Ala. He served in the Army Air Corps during World War II. He joined the Department in 1947 and served overseas in New Delhi and Paris. In Washington, he served as special assistant to the director of the Arms Control and Disarmament Agency. He retired in 1971.



Richard Vognild Hennes, 87, a retired Foreign Service officer, died March 17 of cardiovascular disease in Bethesda, Md. He was a resident of Silver Spring, Md., and Geneva, Switzerland. He served in the Navy during World War II. He joined the Department in 1951 and served overseas in Berlin, Moscow and London. He served in the Bureau of International Organization Affairs for many years. He retired in 1985. From then until 1995, he served with the United Nations Joint Inspection Unit in Geneva.

Edna Gutierrez Jones, 83, a retired Foreign Service records supervisor, died March 3 of cancer in Albuquerque, N.M. She worked for the Air Force and the U.S. Agency for International Development, and served at many embassies, including Saigon during the Vietnam War. She retired in Bolivia in 1975.



Barnett B. "Barney" Lester, 94, died Feb. 27 of congestive heart failure in Arlington, Va. He worked for the U.S. government for 51 years, beginning in 1938. From 1961 to 1986, he was a staff assistant and then associate editor of the Department of State *News Letter/State Magazine*. From 1986 to 1989, he was senior editor of the magazine. He collected autographed pictures of U.S. presidents—he had 14—and secretaries of state.



Velma H. Lewis, 81, a retired Foreign Service employee, died March 16 from a respiratory illness in Vero Beach, Fla. She joined the Department in 1955 and retired in 1977. Her overseas postings included Japan, Belgium and Morocco. She loved reading, crossword puzzles and animals, especially cats.

Byron Preston Manfull, a retired Foreign Service officer, died Feb. 18 in Seattle, Wash. A World War II veteran, he joined the Department in 1948 and the Foreign Service in 1957. His overseas postings included Paramaribo, Paris, Belfast, Ndjamena, Algiers and Seoul. He retired in 1976.



Louis Edward Misback, a retired Foreign Service officer, died March 28 at his home in College Park, Md., after a brief illness. He served in the Navy during World War II. With the Department, he served in the Bureau of Intelligence and Research for 29 years, retiring in 1984. For many years, he was deputy director of the Office of Inter-American Analysis. He started a luncheon group of active and retired Department officials that has met weekly for 31 years.



Francis X. Ready, a retired Foreign Service officer, died March 3 of a malignant brain tumor. He lived in Great Falls, Va. He served in the Army during World War II and the Korean Conflict. Between 1954 and 1982, he served overseas in Taiwan, Japan, Iran, Denmark, The Philippines and Brazil. After retirement, he became executive vice president of the U.S. Trotting Association, a position he held until 1993.

Esther M. Rice, a retired Foreign Service officer, died Feb. 23 in Yalaha, Fla., from complications following a stroke. She joined the Department in 1956 as a personnel officer and transferred to the Foreign Service in 1965. Her overseas postings included Addis Ababa, Panama and Vientiane. After her retirement in 1975, she was an avid golfer and traveler.



David Edward Roberts, 53, a former Civil Service employee, died Feb. 17 of complications from cancer and sickle cell anemia in Atlanta, Ga. He served in the Bureau of Legal Affairs. After leaving the Department, he worked for Verizon. He enjoyed swimming, sailing, motorcycling and horseback riding. He loved animals, nature and the ocean.



Harry V. Ryder, 81, a retired Foreign Service officer, died Nov. 25 in Brewster, Mass. He served in the Army during World War II and the Korean Conflict. He joined the Department in 1954 and served overseas in Austria, Germany, Sweden, Trinidad & Tobago, Nigeria and Kuwait. He retired in 1988 and moved to Cape Cod. He was an avid sport fisherman and genealogist, loved steel band music and was active in civic affairs.

In the Event of a Death

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.

Energy, History and Global Greening

Many Americans don't think much about history, while almost all of them have an opinion on the current price of gasoline. Department colleagues in Beijing and Calgary are doing some excellent work to make history relevant again to young Americans and to keep the oil flowing from the rich fields of our good neighbor to the north.

In what might surprise most, Canada is the world's second largest holder of commercial recoverable oil reserves. Currently, Alberta and Saskatchewan Provinces, plus the vast Northwest Territories, supply more oil and natural gas to the U.S. than any other part of the world. These rich lands also yield huge amounts of other valuable minerals, including uranium, coal, potash and diamonds.

It's little wonder that this part of Canada literally burns with economic activity, and the U.S. Consulate in Calgary sits smack in the middle. Whether implementing the Western Hemisphere Travel Initiative or working with the U.S. Department of Agriculture to contain the fallout from a potential "mad cow disease" crisis, the professionals of Team Calgary are always on the job—and on the ball.

Meanwhile, in Beijing, a group of concerned Foreign Service spouses noticed that the post's otherwise fine international school's curricula lacked a vital compo-

nent—specialized study of U.S. social studies and history. With help from the American Employees Association, these concerned parents created an after-school program to



fill that void for their children and for children of all American citizens in the area.

The program offers courses on U.S. history, geography and civics and is designed to promote good citizenship, love of country and a deeper understanding of the United States. Students from kindergarten through 9th grade stay late one day a week to participate in the program, which is

now in its second year. This spring, 47 American children will graduate from the program amidst appropriate pomp and circumstance—and a host of proud parents.

"Above and beyond" may be a cliché, but the engineers and architects from Overseas Buildings Operations certainly outdid themselves in Sofia, Bulgaria. The new embassy compound there became the first U.S. diplomatic site to receive Leadership in Energy and Environmental Design certification from the United States Green Building Council. The certification confirms the Department's long-standing commitment to the sustainability of the environment through its design and construction of "green" embassies around the world.

Last but not least, a final salute to our colleagues en route to their final posting: *Norman C. Barnes; Sam Burlockoff; Olcott Hawthorne Deming; Howard Earl Furnas Jr.; Richard Vognild Hennes; Edna Gutierrez Jones; Barnett B. "Barney" Lester; Velma H. Lewis; Byron Preston Manfull; Louis Edward Misback; Francis X. Ready; Esther M. Rice; David Edward Roberts; and Harry V. Ryder.*

Rob Wiley

Rob Wiley
Editor-in-Chief

COMING IN JUNE

- Civil Service Mid-Level Rotation
- Global Connections Unleash Technology
- Transformational Diplomacy in Darfur
- Celebrating International Women of Courage
- ... and much more!



Questions? Comments?
statemagazine@state.gov

THE ADVENTURES OF PRISCILLA HOOTEN WAGSMORE, SUPERLATIVE NEW OFFICER

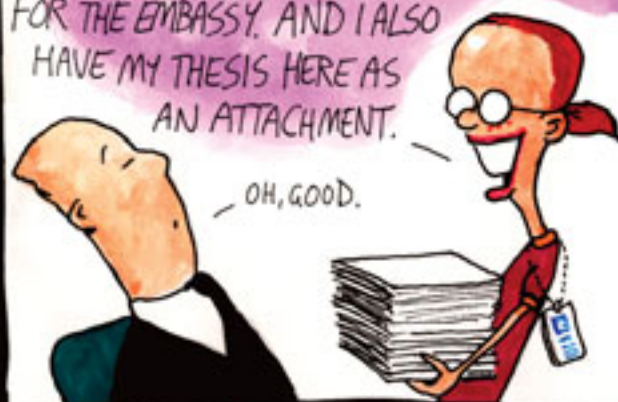


AMBASSADOR, I'VE FINISHED THAT
MEMO AND I THINK YOU'LL BE
VERY PLEASED!



OKAY.

DRAWING ON ANALYSIS FROM MY AWARD-
WINNING MASTERS THESIS, I'VE LAID OUT
SOME KEY ELEMENTS OF AN ACTION PLAN
FOR THE EMBASSY. AND I ALSO
HAVE MY THESIS HERE AS
AN ATTACHMENT.



OH, GOOD.

THE MEMO ITSELF IS LIBERALLY SPRINKLED WITH
QUOTES RANGING FROM DETOCQUEVILLE TO
KISSINGER WHICH I BELIEVE YOU'LL FIND BOTH
PIQUANT AND ILLUMINATING.



I HOPE YOU'LL SUPPORT MY ROBUST AND
FORWARD-LEANING RECOMMENDATIONS!

PRISCILLA, IT LOOKS LIKE
YOUR PLAN WILL ENSURE A
FULLY SUCCESSFUL EMBASSY
EASTER EGG
HUNT.



DO YOU THINK I'M
APPROPRIATELY
APPRECIATED
AS A GEO-
STRATEGIC
THINKER?

EVERYBODY
APPRECIATES
PEEPS.





MAY.2007

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